

APPROVED MINUTES OF THE NCL STP PROGRAMME DELIVERY BOARD
15:00-17:00 on Tuesday 10 April 2018
Room 10.10-10.12, 5 Pancras Square, London, N1C 4AG

Members	Role and job title	Attended	Deputy sent	Apologies
Helen Pettersen (HP)	STP Convenor (Chair) and SRO Lead for CCGs	✓		
Charlotte Pomery (CP)	SRO Children and Young People Workstream; Assistant Director for Commissioning (Haringey Council)			✓
Dawn Wakeling (DW)	Director Social Services Representative ; Strategic Director, Adults, Communities and Health, Barnet Council	✓		
Jo Sauvage (JS)	STP Co-Clinical Lead; Chair Islington CCG			✓
Julie Billett (JB)	SRO Prevention Workstream; Director of Public Health, Camden and Islington			✓
Kathy Pritchard-Jones (KPJ)	SRO Cancer Workstream; CMO UCLH Cancer Collaborative			✓
Marcel Levi (ML)	SRO Planned Care Workstream; Chief Executive, UCLH	✓		
Martin Pratt (MP)	Executive Director support People, Camden Council			✓
Mike Clowes	GP Federation Representative, Interim Chief Executive	✓		
Mike Cooke (MC)	Vice Chair and SRO Lead for Local Authorities; CEO Camden Council	✓		
Paul Jenkins (PJ)	SRO Mental Health Workstream; CEO T&P FT	✓		
Rachel Lissauer (RL)	SRO Maternity Workstream; Director, Wellbeing Partnership			✓
Richard Jennings (RJ)	STP Co-Clinical Lead; Co-SRO Planned Care Workstream; Medical Director, Whittington Health NHS Trust	✓		
Sarah Mansuralli (SM)	SRO Urgent & Emergency Care Workstream; Chief Operating Officer, Camden CCG	✓		
Simon Goodwin (SG)	Chief Financial Officer, North Central London CCGs	✓		
Siobhan Harrington (SH)	SRO Workforce Workstream; CEO Whittington Health	✓		
Sir David Sloman (DS)	SRO Digital Workstream; Vice Chair and SRO Lead for Providers; CEO Royal Free London NHS Foundation Trust	✓		
Tim Jaggard (TJ)	SRO Productivity Workstream; Finance Director UCLH	✓		



Tony Hoolaghan (TH)	SRO Care Closer to Home Workstream; COO Islington and Haringey CCGs			✓
Will Huxter (WH)	Director of Strategy, NCL CCGs	✓		
Charlie Davie (CD)	Managing Director, UCL Partners	✓		
Gary Sired (GS)	STP Deputy Director of Finance	✓		

Attendees	Job Title	Reason for attendance
Richard Dale	Head of Programme Management, PMO	Attendee/PMO support
Jonathan Fisher	Programme Manager (STP PMO)	Minutes

No.	Agenda Item	Action owner
1.0	General Business	
1.1	Welcome and Apologies	
	Helen Pettersen (HP) welcomed everyone to the meeting. Introductions were made and apologies noted. The meeting was QUORATE.	
1.2	Review of minutes from the previous meeting	
	The minutes from the previous meeting (held on 13 March 2018) were reviewed and APPROVED without amendment.	
1.3	Review of action log	
	The Programme Delivery Board (PDB) REVIEWED the action log and NOTED the updates against each outstanding action.	
1.4	Interests declared in relation to items on the agenda	
	No interests were declared in relation to items on the day's agenda.	
2.0	2017/18 Delivery	
2.1	STP Month 11 financial report	
	Simon Goodwin gave a detailed update on the M11 financial position. The key points were as follows: <ul style="list-style-type: none"> The two land sales referred to in the previous (i.e. M10) financial report had been executed successfully and had resulted in a system surplus of £35.8M. It was noted, however, that this surplus included approximately £250m in non-recurrent income. 	



	<ul style="list-style-type: none"> • There was a further discussion around the complicated way in which STF funding is allocated (also discussed at the March PDB meeting); • In relation to 2018/19 it was noted that draft operating plans indicated that CCGs were anticipating a combined surplus of £0.2M (£7.4m adverse to the control total) and that Trusts were reporting a combined in-year deficit of £8.5m (£103m adverse to the control total). There were also risks around unidentified and high risk QIPPs and CIPs, growth/cost pressures and triangulation issues between Trusts and CCGs. • The local contract mediation process that was currently underway between CCGs and providers was discussed in some detail and the PDB was informed about an on-going clinical review of QIPP schemes which had been requested by NHSI and NHSE to help validate their deliverability and anticipated impact. <p>The PDB NOTED the update on the M11 financial position.</p>	
<p>2.2</p>	<p>Longer term sustainability and next steps for 2018/19</p> <p>The PDB had a detailed discussion on how to ensure longer term sustainability and what next steps needed to be taken in 2018/19. The key points from the discussion were as follows:</p> <ul style="list-style-type: none"> • It was agreed that a STP-wide stock take on progress was required and that this should include a refreshed assessment of the underlying financial problem and what impact the STP had had to date on addressing the triple gap (health and wellbeing, care and quality, financial and efficiency). There was broad agreement that the aim of this exercise should not be to generate new priorities but rather to focus in on how to increase scale and pace of existing priorities, whilst identifying those which were having the most meaningful impact. • There was general support for a different approach to developing any new priorities, if required. Proposed new approaches included: <ul style="list-style-type: none"> ○ a data-driven approach based around established efficiency frameworks such as the 'Carter Review', 'Get it Right First Time', 'Right Care' and the 'ten point efficiency plan'; ○ looking at what had worked successfully in other STPs; including peer review/challenge from other STPs ; ○ focusing on prevention initiatives (it was agreed that while it may longer to have an impact, prevention was the key to ensuring a sustainable health and care system over the longer term). • Following on from the above, it was agreed that a refresh/extension of the STP narrative was required to reflect the current position and way forward and to ensure further congruence between the narrative and local authority strategies. • Mike Cooke noted that engaging the public in an open and honest way provided an opportunity to create the behavioural changes that were needed on the demand side. He cited an example the Widnes Vikings rugby league team who used a video and PR campaign to help alleviate unnecessary pressures on the NHS. 	<p>TJ/WH</p> <p>WH</p> <p>WH</p>





	<p>This approach to public engagement was noted and discussed further under agenda item 2.4.</p> <p>The PDB DISCUSSED an approach to longer term sustainability and next steps for 2018/19 and AGREED the following actions:</p> <p>Actions:</p> <ol style="list-style-type: none"> 1) The STP PMO is to coordinate a stock take of 1) the current financial position (TJ) and 2) what impact the STP has had to date on the triple gap (WH); 2) Alongside this, consideration should be given as to whether any further high-impact initiatives might need to be considered e.g. opportunities identified through analysis of data around efficiency, initiatives that have been successful in other STPs, preventative schemes; 3) The STP narrative is to be reviewed and refreshed in year to reflect the above. 	<p>WH/TJ</p> <p>WH</p> <p>WH</p>
<p>2.3</p>	<p>Successes and Progress in the Digital Workstream</p> <p>Will Huxter (WH) provided a detailed update on progress and next steps in the Digital workstream.</p> <p>The following summarises the key points from the discussion that followed:</p> <ul style="list-style-type: none"> • Simon Goodwin highlighted the importance of stakeholder engagement and management to ensure 1) buy-in from key decision-makers and users and 2) that the systems are designed and delivered so as to maximise clinical benefit; • Paul Jenkins highlighted the importance of ensuring robust information governance. Mike Clowes further emphasised this point, noting that building trust around IG and managing issues around consent were some of the major challenges he had experienced when setting up GP federations, particularly given the new General Data Protection Regulations (GDPR). Following a request from Dawn Wakeling, he agreed to share the learning from this work with the Digital workstream; • Charlie Davie highlighted that robust monitoring and evaluation was critical to ensuring that expected benefits were realised. He noted that one way of achieving this this was via a 'researcher-in-residence' model where a researcher works to evaluate and ensure the practical relevance of the systems and their particular features during user testing and post implementation. He offered to explore with Will Huxter potential models for a researcher in residence support to the STP's digital programme. • Sarah Mansuralli reiterated the importance of ensuring that the interfaces/benefits of the digital priority projects in relation to other clinical workstreams was made clear, both to ensure that any opportunities are harnessed and to help set clear expectations around what digital needs would be met by the workstream and which would not. <i>[A related action was already on the PDB action log and so this is not highlighted as a new action]</i> 	<p>GWH</p> <p>CD</p>





	<p>The PDB NOTED the update on the Digital Workstream</p> <p>Actions:</p> <p>4) Geraldine Wingfield-Hill is to make contact with Mike Clowes to discuss risks around Information Governance and consent and learning from the setup of GP federations;</p> <p>5) Charlie Davie is to explore with Will Huxter potential models for a researcher in residence support to the STP's digital programme.</p>	<p>GWH</p> <p>CD</p>
<p>2.4</p>	<p>Ensuring meaningful engagement of local people and staff in the design and delivery of the STP</p> <p>This item focused on the importance of ensuring the meaningful engagement of local people and staff in the design and delivery of the STP, and the role that the PDB should play in ensuring robust engagement.</p> <p>The key points from the discussion were as follows:</p> <ul style="list-style-type: none"> • The STP should work to become more proactive and systematic in engagement to maximise the opportunities that engagement provides. These include: <ul style="list-style-type: none"> ○ ensuring that we do the right things through a better understanding what people want and need. ○ driving behavioural changes on the demand side; and ○ creating broad-based support - thereby enabling change at scale. • We need to make better use of existing engagement channels. On this point, it was agreed that the PMO would help develop a 'map' of existing channels/platforms that could be accessed by workstreams and the wider STP; • It was noted that engagement was not something that should be driven centrally but should be integral to the design and delivery of every workstream. For this reason, a major role of the new Head of Communications and Engagement would be help train and enable workstreams to engage effectively; • It was agreed that SROs would take a more active role in championing the engagement agenda within their workstreams; • Following an observation by Mike Cooke regarding the importance of engaging with new political leaders post-election it was agreed that the PMO would work with council colleagues to coordinate with induction programmes for political leaders that will take place towards the end of June (following the outcome of the local elections); • There was broad agreement that it was more useful and meaningful to engage with the public and staff around particular initiatives and changes than in an broad manner regarding the STP; • It was felt that much more needed to be done to ensure robust engagement of staff. It was noted that there would be a discussion at the following week's Health and Care Cabinet that focused on the role of that body in ensuring robust clinical engagement. 	<p>WH</p> <p>WH</p>





	<p>The PDB DISCUSSED the paper and agreed the 'next steps' set out below</p> <p>6) The PMO is to develop a 'map' of existing channels/platforms to be used as a reference document by SROs and workstreams;</p> <p>7) The PMO is to link with local authority communications teams to link in with political leader's induction arrange an engagement event(s) for political leaders.</p>	<p>WH</p> <p>WH</p>
5.	Any Other Business	
5.1	<p>Any other business</p> <p>No further business was discussed.</p>	
5.2	<p>Date and time of the next meeting</p> <p>The next meeting of the Programme Delivery Board was confirmed as 8th May 2018 3-5pm at 5 Pancras Square.</p>	
CLOSE:		

